Unleashing the power of innovative aerospace technology....

@Columns

Air Force Research Laboratory AFRL

news@afrl

April - June 1999 **Official voice of the Air Force Research Laboratory**

HR Corner

Lab personnel demonstration results encouraging

The Air Force Laboratory Personnel Demonstration program is one of our newest internal initiatives. Designed to create and maintain a top quality and highly motivated workforce that can be responsive to rapidly changing needs, the Lab Demo program's results to date have been very positive. Keep in mind that it is the men and women of the Air Force Research Laboratory who enable us to deliver on our commitment to "discover, develop, integrate and deliver affordable technologies for improved warfighting capabilities." As such, top priority has been given to this new way of managing our scientists and engineers. While Lab Demo is no panacea, there are definite signs that it is moving our workforce and our culture in the right direction.

Our leadership is excited about the results coming from the second cycle of the Lab Demo Contribution-based Compensation System, or CCS. The system is clearly allowing us to get the maximum bang for our salary buck.

A detailed briefing providing many statistics resulting from the second cycle CCS is posted on the Lab Demo home page at http://www.aftech.afrl.af.mil/personnel-demo/index.htm. While this column won't go through them all, here are a few that point out the benefits of the new system.

Our top contributors, and the future leaders of our Laboratory, were justifiably rewarded this past cycle. Of the 2,531 civilian scientists and engineers assessed under the system, 188, or 7.4 percent, received an incentive increase (not including the general increase or locality increase) of 6 percent or greater, which equates to the salary increase associated with a promotion under the old system. Twenty-six of these received incentive increases over 10 percent, the largest was 18.1percent. We also advanced 114 employees to higher broadband levels; 76 of them to the high-grade region of broadband level 3. Despite this large number of new high-grade employees, we were unable to advance all of the deserving employees to DR-IIIs. But, due to a special provision in the CCS design, we were able to pay out over $217,000 in bonuses to those DR-II employees capped by externally imposed high-grade controls.

We have also put a stop to salary increases for those employees who are not contributing at a level commensurate with their current level of pay. All salary increases, except locality increases, were withheld from the 43 employees assessed above the upper rail, in the Automatic Attention Zone, or AAZ.

It is interesting to note that eleven of the AAZ employees from the first cycle progressed from above the upper rail to below the Standard Pay Line this year. This is a clear indication that CCS can truly motivate employees and provides much needed feedback and developmental opportunities.

Some people believe CCS is an attempt by AFRL management to make all employees "generalists" and that there is no room for "technical specialization" in AFRL. This is not the case. Instead, CCS is designed to identify and reward the employee's level of contribution. This happens not only by identifying the job successfully performed by the employee, but more importantly by the results associated with it. Some employees contribute at a high level in all six factors. These are our present and future leaders, and CCS will reward them with the highest pay and broadband level advancements. Others may excel in some, but not all, factors, either by choosing very narrowly focused activities or because of less well-rounded capabilities. These employees are indispensable to our mission and can also expect to be rewarded by CCS, although not to the same pay or broadband level as a managerial or technical leader. The six factors and their associated descriptors are the roadmap employees need to focus on the "total job" and progress into leadership roles but not all employees aspire to leadership positions. It is a matter of personal choice and ability.

We have touched on only a few highlights from the second CCS cycle. Hopefully, we have provided some additional insight into CCS and how it will play an integral part in the future of AFRL. @